



2016 Diversity & Inclusion Report

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This is the first Diversity and Inclusion (D&I) Report that we've issued since spinning off PayPal in 2015. Given the impact we knew this organizational change would have on our culture, size and business strategy, we made a deliberate decision to wait until we had at least a full year as a standalone company behind us before issuing this report.

We've spent a lot of time thinking about exactly what we wanted this report to achieve. Most important, we want to be authentic and transparent about D&I at eBay. This report won't tell you that everything is perfect at eBay or that we've discovered "the" solution to the D&I challenges facing our sector. Instead, this report is meant to be an honest account of where we've been, where we are and where we are committed to going. It includes numbers and data, but also qualitative content. We think both components are critical to provide you with a balanced picture of D&I at eBay. Finally, this report shares the approach we're taking—one we believe is comprehensive, global and human.

We want to invite you—our sellers, buyers, current and future employees and others who are interested in eBay and D&I—into the conversation we're trying to spark inside and outside of eBay's walls. While we hope you'll stick around to join the conversation, we know that some of you may just want to get to the numbers. So if you're just looking for the data, please go to page 9. For all others, please read on. Either way, thank you for spending some time with us.

OUR ROOTS

Our founder, Pierre Omidyar, a French-born Iranian-American, started eBay as a commerce platform to create economic empowerment and opportunity by connecting people from widely different backgrounds and geographies. On eBay, sellers with items to offer and buyers seeking to find their version of perfect join together in a global marketplace that is open to all.

We went back to the drawing board to redefine eBay's approach to D&I.

Diversity and inclusion at eBay goes well beyond a moral necessity—it's the foundation of our business model and absolutely critical to our ability to thrive in an increasingly competitive global landscape. The company's acknowledgement that its business model is inherently dependent on D&I was a major factor in my decision to join eBay. Moreover, the senior leaders with whom I met early on made it clear that eBay is a community that takes D&I seriously. For eBay employees, it's personal and it's about business.

eBay had been investing in D&I well before I joined the company in 2016 as Chief Diversity Officer, and we've learned from those efforts. We made progress investing in gender-based initiatives and empowering employees to take action. But we realized we needed to expand our investments within other areas of D&I, make the focus more reflective of our global employee population and move to a centralized model to optimize impact and drive accountability. With these learnings, we went back to the drawing board to redefine eBay's approach to D&I. Let's talk about it.

STARTING WITH A CONVERSATION

Last year, after presenting on D&I to a group of new eBay colleagues, one of them flagged me down. He told me that he'd just moved to the U.S. and had enjoyed the presentation but was confused about why the topic of race was so important in the U.S. After a quick explanation of the lasting effects of institutionalized inequities such as educational segregation, redlining in housing and Jim Crow Laws in the South, my colleague better understood the context around race in the U.S. He then told me that his home country had promoted some of the same kinds of segregation and classism, though not based on race.

“What does ‘diversity’ actually mean to *you*?”

Spontaneous exchanges like these make one thing clear: there is a foundational, yet often undervalued, prerequisite for driving any D&I strategy—real conversations between human beings.

At eBay, numbers are critical to our ability to drive accountability and measure success. Equally important is our ability and willingness to be vulnerable and seek to understand each other beyond surface levels through real, and sometimes uncomfortable, conversations. We should feel empowered to ask each other the tough questions. And starting with the assumption of good intent, we need to listen and be brave enough to share our honest and informed perspectives to drive learning and growth. So that's exactly where we've been focusing our energy within eBay—across all regions, at all levels and in every department.

Over the past few months, we've started having conversations with our employees that are centered on two very basic questions.

First, we're asking “what does ‘diversity’ actually mean to *you*?” Our goal is to acknowledge that diversity means different things to different people. We can't assume that diversity means the same thing to someone raised in Seoul as it does to someone raised in San Jose. If we don't give our people the freedom to consider and answer this question for themselves, we'll never be able to meet them where they are on this D&I journey.

We're also asking our employees to tell us what "inclusion" feels like.

One of our objectives is to expand D&I engagement and ownership to include more than just the employees who might self-select into this conversation. If we're successful, we'll see a greater number of people working towards our common D&I goals. We'll also be able to capitalize on the diversity of thoughts and ideas that are needed to meaningfully chip away at this tough issue over time.

We're also asking our employees to tell us what "inclusion" feels like. Again, we're trying to get beyond the conventional, impersonal definitions. To do this, we're asking our employees to share an experience—from any time in their lives—in which they felt excluded, regardless of the reason. These conversations about people's definitions and experiences have enabled our employees—regardless of background—to relate to and connect with each other on D&I in unexpected ways.

But don't take my word for it. Here's a [video](#) of a similar session that I recently led at First Round Capital's 10th Annual CEO Summit for tech entrepreneurs.

Our belief is that if we start with these types of conversations and our employees can personalize experiences of exclusion, we'll have a better shot at creating a shared commitment to driving inclusion at work—regardless of someone's race, gender or the myriad other reasons people can be made to feel excluded. If we can get to that place, we can yield better participation in and outcomes from the D&I programs and initiatives we are leading.

FOCUSING OUR ENERGY AND RESOURCES

Ultimately, D&I at eBay boils down to one thing: making sure that our current and prospective employees and millions of buyers and sellers experience eBay as a place that welcomes and includes everyone—and that when they are part of eBay, they all have a fair shot at great opportunities.

To this end, we are focusing our energy and resources across three strategic areas: our workforce, workplace and marketplace. Below are just some of the actions—some new, others evolutionary—that we’re taking.



Our Workforce

Who and how we hire

We’re embedding D&I into our workforce by focusing on our hiring practices and hiring decisions, the processes we undertake to evaluate potential employees and where we go to recruit them. Here are some examples of how we’re beginning to do this:

- We deliberately **moved our University Recruiting team to report into the Diversity and Inclusion team** to ensure that D&I is an inherent part of our student recruitment strategies.
- We’re **partnering with Unitive**, a provider of technology-driven D&I hiring solutions, to help our global recruiting teams and hiring managers mitigate bias throughout the hiring process.
- In China, we **supported the WorkForLGBT’s 2nd Annual China LGBT Talent Job Fair** to invite a more diverse audience of applicants to join the eBay Family.

- We're **recruiting at a broader set of universities in the U.S.**, including Historically Black Colleges and Universities, Hispanic-Serving Institutions and colleges with significant populations of women, among others.
- We're **building recruitment partnerships** with CODE2040, Lesbians Who Tech, Management Leadership for Tomorrow, the Anita Borg Institute and The United Negro College Fund.



Our Workplace

How it feels when you're here

When we hire great people, we want to keep those great people. We're focusing on how our employees from minority and majority communities can feel more included in our workplace, and we're applying a global lens to our approach. For instance:

- We **recently asked all of our employees around the world to participate in our first-ever survey focused 100% on D&I**, and we're excited to use the feedback to create better initiatives.
- We're **enhancing our global Communities of Inclusion (COI)** to help foster a culture of belonging. Almost 20% of our employees belong to at least one of our 60 COI chapters around the world.
- We **empower the following COIs at eBay offices globally**: eBay Women in Technology (eWIT); Women's Initiative Network (WIN); Black Employees at eBay (BEE); the Alliance of Gay and Lesbian Employees (United in Pride); the Alliance of Hispanic and Latino/a Employees (UNIDOS); and the Alliance of Veterans, Spouses, Families or Friends of Veterans (HONOR). And we will soon launch global COIs focused on parenting, religion, age and people with disabilities.
- We recently **completed an extensive, global study of gender pay equity**. Our study found pay parity between men and women in the U.S. in terms of salary. Globally, we found that women make 99.8% of what men make.¹
- In our Korea office, our employees **eliminated the common practice of addressing colleagues with titles** in order to cultivate a less hierarchical culture. Here is a [video](#) about the initiative.

Footnotes

¹ Data are as of September 2016



Our Marketplace

Our buyers, sellers and the communities we're in

In our marketplace, we're being more deliberate to ensure that the diverse perspectives and needs of our tens of millions of global buyers and sellers are included in how we engage them. Here are some of the actions we're taking:

- In India, our marketing team **developed a TV ad** called “**Things Don't Judge**” to encourage people to embrace who they are rather than what societal norms dictate they should be.
- In Korea, we recently **launched CarePlus**, a site that specializes in the sale of products for disabled and elderly customers.
- In the U.K., we **launched eBay Curve**, an online fashion category dedicated to the needs of plus-size women, a community that is often underserved in the retail sector.
- In the U.S., we're **creating Multicultural Marketing Lead and Seller Diversity Program Manager roles** to help eBay include a broader set of buyers and sellers in its marketing and business initiatives.
- In the U.S., we **partnered with Blavity**, a media company and platform that empowers culturally relevant conversations, amplify trends and drives engagement among forward-thinking Millennials. During their inaugural AfroTech Conference, we sponsored a panel conversation, live activation and video/editorial series that engaged Blavity's digital audience and over 600 live participants on the topic of eBay as a vehicle for inclusive entrepreneurship.

MOVING FORWARD



As we forge ahead, we must continue to think globally, innovatively and comprehensively to realize meaningful impact. Progress with D&I will require the ideas, accountability and openness of all of our employees, regardless of background. At eBay, we view D&I challenges as opportunities to make our workforce, workplace and marketplace better for everyone—we're excited about what can be accomplished.

However, our optimism about the future is tempered with the reality that there are no quick fixes here. The challenges facing the tech industry today didn't happen overnight. They are complex and driven by many factors—some historical, others current. Which is why eBay's approach is also multi-year and iterative. One thing is for sure—we're committed to this, and we aren't taking our foot off the pedal.

We look forward to staying in touch between now and our next annual report. In the interim, we hope you'll consider [joining the conversation](#), [joining our team](#) and [joining our marketplace](#).

Onward,

A handwritten signature in black ink that reads "Damien". The signature is fluid and cursive, with the first letter 'D' being particularly large and stylized.

Damien Hooper-Campbell

Chief Diversity Officer at eBay

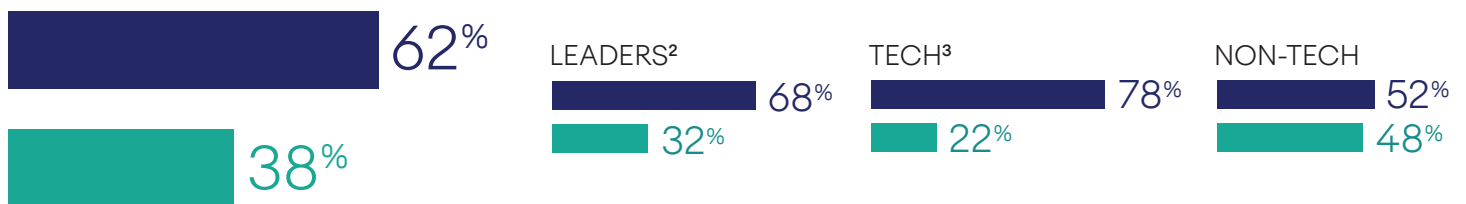
BY THE NUMBERS

As a company, eBay has significantly evolved since we released our last Diversity and Inclusion Report in 2015. Then, PayPal and eBay Enterprise were a part of our business, and we had close to 35,000 employees. We gave ourselves a full year following the separation of PayPal and sale of our Enterprise business before releasing updated data because we knew we would emerge as a very different company. Our 2016 data¹ below reflect this new company and our approximately 12,600 global employees. While this represents where we are today, we aren't satisfied with these numbers and will be doubling down on our commitments and initiatives to make our workforce more diverse.

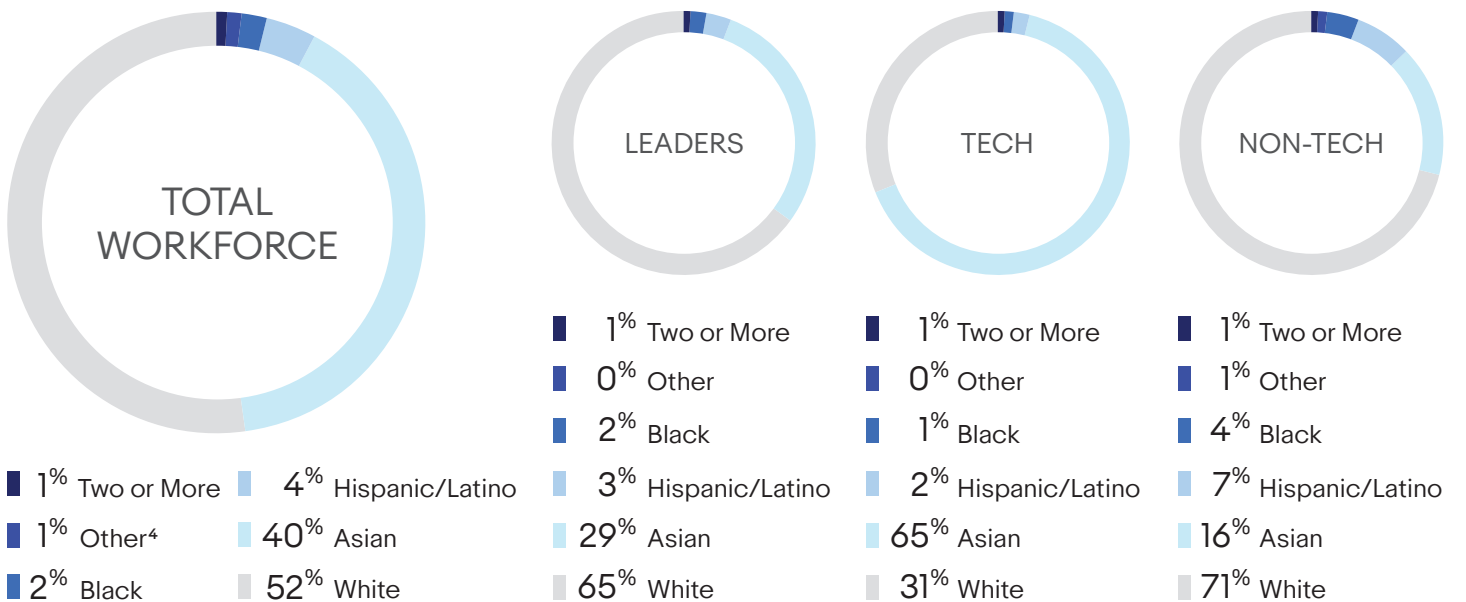
Gender at eBay—Global

MEN | WOMEN

TOTAL WORKFORCE



Race and Ethnicity at eBay—U.S.



Footnotes

¹ Data are as of December 2016, ² Leader is defined as director or above, ³ Tech is defined as engineering, tech operations and information technology, ⁴ Other includes Native Hawaiian or other Pacific Islander, American Indian and Alaska Native.